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ABSTRACT

This paper begins by examining various definitions of public relations and reviewing the history of the profession. The paper then identifies critical concerns, issues, and trends that both the public relations practitioner and the public will face in the future. These issues include ethics, community relations, communication theory and research, technology, organizational communication, issues management and crisis management, feminization of the profession, minorities in the profession, international and intercultural globalization, accreditation and/or licensing, education and curriculum, and career development. A concluding commentary notes that public relations can be an effective communication tool to clarify issues and reduce uncertainty through information and interaction on an interpersonal or mass level. Appendices contain a definition of public relations adopted by the Public Relations Society of America and a proposal for a public relations concentration in the communication studies department at California State University at Sacramento. Includes approximately 100 references. (JDD)

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PUBLIC RELATIONS STATE-OF-THE-ART 2000:

A Shift in Perception

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The most precarious enterprise in the world is effective communication. It is the ultimate art. -- Norman Cousins

Public Relations is "good performance publicly appreciated."
(Aronoff & Baskin)

"Any definition of public relations must proceed from a single fact that is important to remember and, seemingly, easy to forget. That is, very simply, that every act of an institution and every inaction is a form of communication that can and often does affect the way its various publics perceive it."

-- Experts in Action: Inside Public Relations

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Introduction

When you hear the words public relations, or simply "PR," what immediately comes to mind? Celebrities endorsing an environmental cause at a glitzy party; style over substance political campaigns; Larry Speakes putting words in Reagan's mouth; sound bites from a CEO's press conference; photo ops; slick press kits? For many people "PR" is derogatory; a dubious practice of deceptive image-enhancing as a gloss over to presenting substantive issues; a way to coerce or manipulate populations to perceive a person, product, service, or organization in a positive light. Perception may be everything, but it is not always what it appears to be; things aren't always what they seem.

PR pioneer Edward L. Bernays says the word "image" suggests that PR deals with shadows and illusions, when in reality the practitioner deals with changing attitudes and actions to meet social objectives. (Newsom & Scott, 194-195) Many do not know the distinction between advertising, publicity, marketing, lobbying, or public information. What exactly do public relations professionals do? How do they persuade publics? What kind of training or expertise is needed? Are PR practitioners "the last to know and the first to go?" Where is the profession going?

In order to answers these questions, this paper will look at a few descriptions or definitions of public relations; provide an overview of the history of the profession; and briefly identify the critical contemporary concerns, issues, or trends that both the practitioner and the public will face in the next decade.

Defining PR: Variations on a Theme

There does not seem to be a consensus on a precise definition of public relations,

since the practice is multi-faceted. Often PR is used interchangeably with propoganda, information, communications, public affairs, advertising, or persuasion. There are many variations on the same theme. Cutlip and Center (1982) state that for 50 years practitioners have sought to capture the essence of public relations and give a general definition as "the planned effort to influence opinion through good character and responsible performance, based upon mutually satisfying two-way communication." (16) Moore & Kalupa (1985) offer the following: "Public Relations is a social philosophy of management expressed in policies and practices, which, through sensitive interpretation of events based upon two-way communication with its publics, strives to secure mutual understanding and goodwill." (5) The publics of public relations are those groups whose common interests are affected by the acts and policies of an institution or whose acts and opinions affect the institution. (Cutlip & Center, 1982)

In Communications & Public Relations (1966), author Edward Robinson states, "Whenever a public relations situation is analyzed, it inevitably boils down to some sort of attitude and behavioral change or maintenance problem. That is the practitioner is either trying to change or maintain someone's or some group's behavior anad attitudes. That is why I have defined the public relations practitioner as an applied social and behavioral scientist." (Jackson, 24)

A 1940 definition by Harwood Childs ties the practice to social responsibility: "Public Relations may be defined as those aspects of our personal and corporate behavior which have a social rather than a purely private and personal significance. . .Public Relations as such, is not the presentation of a point of view, not the art of tempering mental attitudes, nor the development of cordial and profitable relations. . .It is simply a name for activities

which have a social significance." (Aronoff & Baskin, 375)

Kruckeberg and Starck (1989) assert that "Symptomatic of the inadequacies of any understanding of the role and function of public relations today is the problem of its definition." (11) A full definition adopted by the Public Relations Society of America (1982) is in Appendix I. Perhaps the simplest definition is "the process of adapting organizations to publics, and publics to organizations." (Crable, 1984; Crable & Vibbert, 1986)

Historical Perspective of Public Relations

Although public relations appears to be a 20th century phenomenon, its origins can be traced to the dawn of civilization, since the fundamental elements of informing people, persuading people, and integrating people, were basic to any society just as they are today. (Moore & Kalupa, 23) PR pioneer Ivy Lee is credited with making two significant contributions to the function. First, he discovered the importance of humanizing business and bringing its public relations to the community level of employers, customers and neighbors. Second, he dealt with top executives and carried out no program unless it had the active support and personal participation of management. (Moore & Kalupa, 27)

PR practitioners in the 1920's recognized that public relations should aim not only to inform the public, but also to secure better understanding of public attitudes toward business. This phase in the evolution of PR was pioneered by Edward Bernays, who coined the term public relations counsel. He stressed the issue of ethics, role of decision-making, the fundamentals of motivation, and application of the principles of public opinion and persuasion in public relations. (Walker, 29) During the depression of the early 1930's, businesses realized the need to regain the public trust and established public relations

departments.

Public Relations in Management, published in 1948, was the first attempt to tie public relations to management and was the textbook used to teach the emerging PR course in the business colleges. (Walker, 28) In the 60's and 70's public relations was considered free advertising and the role of the practitioner was solely as publicist. Most of the training was in journalism.

Several significant factors have contibuted to the development of public relations since World War II, including: the increase in population; the expansion of all types of businesses, social services, political organizations, and professional associations; a boom in nonprofit organizations and special interest groups; a recognition that corporations have a social responsibility to serve their publics; rise in activism; tremendous innovations in electronic and mass media; internationalism and globalization of communication; enforced higher moral and ethical standards; increased emphasis on consumer services; the importance of public policy, government relations and intervention; education in public relations; and the establishment of the Public Relations Society of America. (Moore & Kalupa, 1985; Dowling, 1990; Cantor, 1985) All of these factors have also contributed to the credibility and prestige of the profession.

In the 1990's public relations as a profession is experiencing tremendous growth and transition. In adapting to societal changes and chaos, practitioners' roles are expanding, changing, requiring advanced skills and knowledge. The requisite traditional skills are needed but successful public relations practice of the future will require state-of-the art technology, expertise in electronic media, sensitivity to multicultural environments, and thorough knowledge of the organizational environment and culture. PR professionals'

functions will include both counseling and communications. Public Relations is emerging on the cutting edge of communication management.

As we approach the 21st century, the publics of public relations are becoming more complex and diversified; our communities are becoming increasingly multi-ethnic and multi-cultural; and we are communicating beyond our own backyards into an international "global village."

What's ahead for public relations? State-of-the-art public relations is revaluating, redefining, restructuring, and reinventing itself as a profession into the 21st century. Practitioners, educators, and publics are shifting their perception of the profession. A review of recent literature indicates that the key issues or trends include ethics; community relations; communication theory and research; technology; organizational communication; issues and crises management; feminization of the profession; minorities in the profession; globalization: international & intercultural; accreditation and/or licensing; education & curriculum; and career development.

Ethics in PR: Credibility, Conflict and Social Responsibility

Ethics has become the buzz word and obsession of the nineties. We are moving from a "Me Decade" to a "We Decade." Dennis L. Wilcox, et al., in Public Relations Strategies and Tactics offer a general definition of ethics as ". . .the value system by which a person determines what is right or wrong, fair or unfair, just or unjust. . .expressed through moral behavior in specific situations. . .The difficulty in ascertaining whether an act is ethical lies in the fact that norms of behavior vary widely. . ." (Harrison, 11) Kruckeberg (1989a) sees a subtle distinction between ethics and behavior: "A code of behavior can be written for any

group wishing to distinguish its members from the rest of society, whereas a code of ethics guides the group's relationship to society." Kruckeberg (1989b) would include Linowes' (1977) definition of ethics as ". . .the art or science of man's [woman's] efforts to live in proper harmonious relationship with other men [women], groups or institutions..." (11) "Both ethics and public relations are governed by a human and humane perception of other people." (Hamilton,18)

"For public relations professionals, the current national obsession with ethics plays two ways - in terms of their own professionalism and in terms of the reputations of the organizations for which they work." (Winkleman, 28) Wright asserts that individual ethics determine public relations practice, and that there really isn't much moral difference between people in PR and the rest of society. The key dilemma may be the pressure practitioners feel to compromise their integrity and sense of social responsibility to accomplish company goals. (Wright, 1985; Wright, 1989; Newsom & Scott, 1985) Loyalty and team playing are highly valued by companies. To whom does the PR practitioner owe allegiance? Many may want to do the right thing, but they don't know what to do. (Winkleman, 1987)

Bivins (1989) states that ethical implications in PR must look at the relationship of purpose of role and function in public relations. (65) While the Public Relations Society of America (PRSA) has made some progress toward providing guidance for practitioners in the Code of Professional Standards for the Practice of Public Relations, the code is vague and does not address all the areas in which PR professionals practice, (Bivins, 72) including a need to develop an international code of ethics. (Kruckeberg, 1989a; Kruckeberg, 1989b).

The prevailing attitude among PR practitioners is that moral obligatic ı either can

be satisfied by reference to a professional code or is the responsibility to the employer or client. The PR practitioner who acts in the role of a communications technician often has a subjective, advocacy function, while the PR professional who acts as a communication manager has a more objective, advisory role. The main difference between these two roles lies in the degree of responsibility owed to the client. (Bivins, 1987)

Grunig and Hunt (1984) proposed a structural theory of PR composed of four environments or models, with disparate functions and purposes: press agentry/publicity, public information, two-way symmetric, and two-way asymmetric. The key differences among these models is the emphasis placed on either persuasion or mutual understanding as an end. (Bivins, 66) The symmetrical model or concept, views communication as two-way, and relationships between organizations and publics as negotiated rather than manipulated. This is considered as the most ethical and effective framework for public relations. (Childers, 1989; Dozier, 1989; Hamilton, 1986; Grunig & Hunt, 1984)

Codes of Ethics provide not only guidelines for practitioners but guidelines for clients and publics. "A professional code reinforces an occupation's claims to unique social utility" and the two most important aspects of any code is the implicit and explicit attitudes toward the public and toward the truth. (Judd, 1989) It is suggested that improving an organization's social responsibility might enhance credibility and do much to improve the status of public relations practice. (Judd, 1989; Newsom & Scott, 1985; Moore & Kalupa, 1985)

Many practitioners and researchers agree that ethics needs to become a priority in the public relations curriculum (Wylie, 1989; Cooper, 1986-1987; Newsom & Scott, 1985). Kruckeberg (1989) advocates PR professionals developing a multilaterally agreed upon code of ethics since the existing code is inadequate to address all the needs of the profession.

Community Relations and/or Community Development: "We're All In This Together"

Community relations is similar to public relations, but not synonymous. Aronoff & Baskin (1985) cite William Gilbert's definition of community as, "A place of interacting social institutions which produce in the residents an attitude and practice of interdependence, cooperation, collaboration and unification...a web of social structures all closely interrelated." (240) There is an implicit reciprocal relationship of mutual benefit and impact on an institution and the community as a whole, or on a community group.

Aronoff & Baskin (1985) assert that there is no single audience for community communication. "Community...refers not only to a group of people living in the same locality, but to the interaction of those people. . .In the past, the tendency was to treat a community as a rather simple entity -- a collection of people, a 'home town.' Today we are beginning to recognize each community as a complex dynamism of diverse, constantly changing, often powerful, and always important forces." (244)

Cutlip & Center (1982) see contemporary public relations as a communication model that takes into account the relay and reinforcement roles played by individuals. This means less reliance on mass publicity and more on reaching thought leaders in the community. Communication is a multifaceted vertical and horizontal process. This was first noted in Lazarfield, Berelson, and Gaudet's (1948) study of the 1940 presidential election, when "it became clear that certain people in every stratum of a community serve relay roles in the mass communication of election information and influence...To communicate effectively, more attention must be paid to the group, its grapevine, and particularly its leaders." (194)

Based on her research, Lowengrad (1989) sees no generalizations about community relations practice since it varies from company to company; from contributing to a

community, to managing a community. "Cause-related marketing" is a way for a company to combine business opportunities with community improvement. This creates a win-win situation for all involved to deal with issues that benefit both the corporation and the community. Emerging community relations techniques include the practice of dispute resolution and public participation groups. There is a shift towards an expert as company spokesperson; one who can answer questions and solve problems, rather than the public relations practitioner. Lowengrad cites corporation executives as seeing community relations as a form of "public relations insurance." (Lowengrad, 24-30)

Krukeberg and Starck (1989) see community relations as ". . .one of the most important areas of public relations practice and among the most typical areas in the application of public relations skills." (Intro, xii) In their book, Public Relations and Community: A Reconstructed Theory, the authors argue that ". . .a fundamental reason why public relations practice exists today is the loss of community resulting from new means of communication and transportation." (Intro, xi) Their theory is that PR is ". . .better defined and practiced as the active attempt to restore and maintain a sense of community."

The role of a practitioner is not only to serve their clients, but the society as a whole. The success or failure of an organization can depend on the effectiveness of its community relations and attitude towards social responsibility. (Kruckeberg & Starck, 1989; Moore & Kalupa, 1985; Aronoff & Baskin, 1983; Seitel, 1984; Newsom & Scott, 1985)

Communication Theory and Research: Bridging the Gap to "Real World" Application

Theories about public relations should be aimed toward explaining, predicting, and controlling phenomena in the public relations process. The confusion often exists in

distinguishing an academic "model" of PR from the actual, applied PR "process." Although many perspectives exist, General Systems, a multi-disciplinary, multi-dimensional theory, has been the most comprehensive approach for organizing public relations as a pragmatic application. (Long & Hazelton, 1987)

Communication theorists today often look at organizations as "systems." A systems is generally defined as a synergistic, "whole" which consists of interrelated, organized sets of interacting parts or subsystems, each of which affects every other element or subsystem, as well as the total organization. Thus, a system may be viewed from any of several possible levels of analysis, such as the individual, the dyad, the small group, the organization, the public or community, and globally. "This theory says that an organization cannot operate independently of its environment." (Marra, 95) Systems are distinguished from their environment by a boundary. Grunig & Hunt (1984) see public relations as an organizational subsystem, with practitioners supporting other organizational subsystems by helping them to communicate across the boundaries of the organization to external publics and by helping them to communicate within the organization. Recent research suggests that general system theory may provide a useful perspective -- or paradigm -- for understanding the function of public relations in organizations. (Pavlik, 126 - 132)

Botan (1989) sees public relations as an applied social science with the primary task "to explain all manner of human behavior. Such explanations are referred to as theories." (6) Social scientific theory can help deal with reality because, as Littlejohn (1983) said, "Theory and experience interact continually for the ultimate improvement of both." (6) Botan proposes a win-win situation; that public relations practitioners and scholars have a vested interest in theory development since research being used to evaluate public relations

campaigns could also be used to help develop public relations theory. Theory building is reciprocal; factual observations lead to formation of theories, and vice versa. When practitioners use research to evaluate campaigns, they are taking a potentially valuable step in theory development because they have applied some level of theory and are now testing the outcome. (Botan,8)

Pavlik (1987) summarized the research being conducted in public relations today by saying, "Only a fraction of the past 10 years of PR research has been basic research. Most has dealt with specific, practical problems or issues. It has not been the kind designed to build a general, theoretical body of knowledge. . .basic research is a special type of research that is especially lacking in the field of public relations. It is designed to build theory -- not answer specific practical problems." (17)

"If an applied social science approach is taken, public relations can develop a body of theoretical knowledge which meets its needs and distinguishes its practice from the craft of communication technicians. Such a body of knowledge is the foundation stone upon which public relations can develop more and more professionalism. Practitioners and scholars have complementary roles to play in this undertaking. Today most research by PR practitioners is restricted to adopting social science methods for campaign planning and campaign evaluations." (Botan, 1989)

Public Relations has developed an extensive body of knowledge (PRSA Task Force, 1988). Many researchers consider PR as applied communication, therefore, they use communication theory to predict public relations practice. (Hazelton & Botan, 1989)

Technology in the Information Age

Innovations in electronics and mass communications techniques allow PR practitioners to do their jobs more efficiently and access information expediently. Although practitioners want to be on the cutting edge of technology and incorporate new systems into their jobs, Dozier (1989) advises that, in evaluating new technologies, practitioners should consider the role implications and needs.

Anderson, et al (1989) studied practitioners in Washington state and found that although technologies faciliate the job function, use of technologies remains low. They question if practitioners who are largely excluded from decision making roles in organizations believe that there is no need to learn computer skills beyond those of word processing and graphics. They also want to know to what extent are practitioners using technology to do different kinds of PR research. The authors recommend further research in the area of practitioner roles and the uses of new technologies. (21)

Eilts (1990) sees the impact of the high-tech industry as giving practitioners the ability to more effectively handle areas other than publicity, such as crisis management, employee communications and community relations. She predicts high-tech PR will be a promising avenue of employment demand. (23-27)

Organizational Communication

According to Aronoff & Baskin (1983) "Public Relations is a management function that helps to define organizational objectives and philosophy and facilitate organizational change. Public relations practitioners communicate with all relevant internal and external publics in the effort to create consistency between organizational goals and societal

expectations. Public relations practitioners develop, execute, and evaluate organizational programs that promote the exchange of influence and understanding among organizations' constituent parts and publics." (9) "Public relations personnel play at least four specific communication roles for the organizations for which they work. These roles are: gatekeeper, liaison, opinion leader, and external boundary spanner." (Aronoff & Baskin, 1983)

As boundary spanner, the PR practitioner manages verbal and nonverbal messages in order to help organizations adjust both internally and externally to their environments; as external representatives, they serve as crucial linkages to the diverse publics or audiences (Jablin, et al, 1987; Crable & Vibbert, 1986; Cheney & Vebbert, 1987) and are perceived as logical extensions of internal organizational networks (Schwartz, 1986) and as "corporate conscience." (Ryan & Martinson, 1983) A crucial function of this role is to continually monitor and evaluate how the organization perceives itself and how the external environments perceive the organization. (Crable & Vibbert, 1986; Acharya, 1985) Perceptions of external information, and in particular perceptions of external environmental uncertainty (PEU), will influence the choices that create the structure and process of the organization in which people participate or that affect the lives of constituents or customers. (Huber & Daft, 1987) As communication managers it is important that PR practitioners use ethical and accurate methods to obtain, interpret, and disseminate information.

"To play a serious role in organizational decision-making, public relations practitioners must gain management support and understanding; be more than technicians, broaden their knowledge, interests, and perspectives; become issue-oriented; and learn to think like managers while retaining an independent perspective." (Aronoff & Baskin, 1983)

Nager and Allen (1984) see the PR practitioner as a "manager of change" who uses management by objectives to obtain the respect, resources, and support from top management in achieving effective results.

Rex Harlow (1976) sees public relations as "a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsiblity of management to serve the public interest; helps management to keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication techniques as its principle tools." (Cutlip & Center, 5)

Recent studies of Fortune 500 companies indicate a strong growth in Communication Managers, with the main responsibilities as marketing communication management and strategic planning. (Harris & Bryant, 1986) Although organizations are still primarily concerned with "developing and maintaining a consistently positive corporate image," another survey of Fortune 500 companies indicated that the top ten challenges for PR pratitioners (in rank order of importance) are (1) corporate and financial relations; (2) employee communication; (3) marketing communication; (4) government relations; (5) community relations; (6) consumer affairs; (7) international public relations; (8) urban affairs; (9) environmental affairs; and (10) supplier relations. (Strenski, 1984)

Toth and Trujillo (1987) say it is time to develop and integrate a set of concepts from public relations, organizational communication, and management research to provide a better understanding of the changing role of corporate communications. Six concepts are

critical to this understanding: (1) language; (2) structure; (3) roles; (4) technology; (5) power; and (6) social responsibility. (42 - 53)

Issues and Crisis Management

Many organizations are becoming more concerned about public affairs, advocacy, and issues management than in activities used only to build an image so that it can be perceived positively by its pertinent publics. In discussing corporate public communication management and disclosure, Cheney and Vibbert (1987) see the interrelationship among four terms: identity, issue, image, and value. "To manage issues and promote values is also to affect images and identities." (174 - 177)

According to Crable and Vibbert (1985), issues do not simply exist. "An issue is created when one or more human agents attaches significance to a situation or perceived problem." (5) These interested parties, in a sense, attempt to "make" issues out of situations; that is, they attempt to make others agree that specific points of dispute should be discussed and resolved over other issues. (5)

Issues management, while relatively new, is an increasingly significant method of meeting the pressures resulting from rapid socioeconomic changes and proliferating political activism. An effective issue management program enables a company or group to influence the development of public issues or trends that may affect it; i.e. be proactive - rather than merely reacting to the issues after they have already occured and may be detrimental to the organization. (Cheney & Vibbert, 1987) Crisis management is based on the premise of prevention and preparation assuming that the crisis really will happen. (Moore & Kalupa, 63) Marra (1989) suggests interacting the strategic factors of environmental

interdependencies, organizational culture, power holders, schema for public relations, public relations potential, and the choice of strategic publics to determine the type(s) of emergency communication response an organization makes. (94 - 100)

The ideal communication may be to eliminate a violation of trust (or a discrepancy between what is expected and what is perceived to occur) by establishing a mutual exchange of information and influence between organizations and the publics they affect. (Heath, 1989) This is the two-way symmetrical model of public relations advocated by Grunig and Hunt (1984), which stresses adaptation and cooperation and a corporate "boundary spanning" function. (94) Toth (1989) sees a crisis as a major turning point in which all future events affecting a person or organization will be determined and recommends research on crisis public relations through the use of interpersonal communication theoretical perspectives. (1-12)

Despite the awareness for crisis communication, recent studies indicate that many of America's largest companies are unprepared. In a 1988 survey of 1500 U.S. companies, only six out of ten firms had a crisis communication plan, and in a 1989 survey, 83% of the respondents "said their companies were more vulnerable to crises than they had been in the past." (Jones & Johnson, 1989)

The three categories of trends considered in issue management are current issues, emerging issues, and societal issues. The role players are the general public, pressure groups, the news media, government bureaucracies, and elected officials. Issues vary by two dimensions: (1) how broad the impact; how many people are affected, and (2) how central is the issue to the lives of those affected. An effective issues management system includes the key elements of identifying the issues, screening the issues, analysis, strategic planning,

action, and evaluating the impact. (Moore & Kalupa, 64-69; Hainsworth & Meng, 1988) Heath and Nelson (1987) advocate integrating three dominant aspects of the issues management process: issues monitoring, corporate performance, and issues communication.

In a review of the growing body of literature on issues management, and survey of the top 21 industrial corporations of the 1985 Fortune 500, Hainsworth & Meng (1988) found that with no solid foundation of theory, the term "issue management" is used with little precision and is often applied to other management functions and concepts, including being confused with futurism and advocacy advertising (Heath & Nelson, 1986) For many, issues management is specialized strategic planning beyond the traditional public relations and public affairs campaigns. (Nelson & Heath, 1986; Arrington & Sawaya, 1984; Crable & Vibbert, 1985) In other studies, the concept is seen as nothing new; a clever new PR buzzword that is synonymous with other terms [such as strategic planning] that define what PR practitioners and organizations have been doing for years. (Ehling & Hesse, 1983)

Arrington & Sawaya (1984) see issues management as an "unfortunate misnomer" (148) and as "not a way to institutionalize social responsibility" (156) and, at best, is just a common sense, pragmatic modus operendi or "process to organize a company's expertise to enable it to participate effectively in the shaping and resolution of public issues that critically impinge upon its operations. (148-160).

Feminization of Public Relations

Public relations is shifting from a predominantly male-oriented profession to one that is a female-majority. The 1987 labor statistics showed 51.7% of PR practitioners are women. In 1980 67% of students majoring in PR were women. (DaRosa & Wilcox, 1989)

The concern over the influx of women in PR prompted the International Association of Business Communicators Foundation in 1984 to fund a study to look into the possible implications of a "velvet ghetto." The study estimated that women accounted for 70% of PR personnel. Research and data analysis supported and validated three assumptions: (1) women are more likely to perceive themselves as filling technical rather than managerial roles; (2) women are paid substantially less than their male counterparts; and (3) when other professions have gone from male-dominated to female-dominated, those professions have diminished in salary and status. (Summary Report, 1986)

In a follow up survey based on this initial research, Toth, Cline, et al (1989) looked at several emerging issues pertaining to the feminization of the communication profession. Some of these include ways of attracting quality men and minorities to PR programs, and socialization theories as they relate to women in communication, such as mentoring, role models, networking, and most critically, "to increase awareness that there is a problem." (Toth, 37)

DaRosa and Wilcox (1989) administered a questionaire to five California schools which looked at aspirations, attributes, and expectations. Results indicated that women are just as serious-minded and management-oriented as their male counterparts. One main conclusion is that stereotypes do not hold.

Rakow (1989) makes the argument that "it is time for us to look at the phenomenon of public relations becoming a woman-intensive field in a different light. It is time to examine how the feminization of public relations -- that is, making public relations "feminine" -- can be a positive and desirable transformation. To do this, we need to look at the manner in which social life and organizations are gendered. Feminism and its

academic counterpart, feminist theory, is the lens through which we can see the issue in a different light by valuing the feminine and those characteristics traditionally relegated to women." (287 - 298) "Women may give PR a more sensitive appearance instead of the bad name the profession now has." (Joseph, 1985)

An entire issue of Public Relations Review (1988) is devoted to support for women in public relations: Dozier's (1988) advice for "breaking public relations glass ceiling" is for women to become more proficient in program research. Practitioners who use research to plan, monitor, and evaluate public relations programs are more likely to be included in management decision making. Toth (1988) proposes feminist theory be applied to further research in the PR field, and Grunig (1988) advocates that women should do more research in Academe.

The New Majority: Where Are the Minorities?

The field of PR is beginning to realize that ethnic diversity is its future. It is estimated that the number of minorities in the workforce will increase 9% over the next decade. This means that minorities will account for 30% of all employees. Overall, 80% of the workforce will be composed of nonwhites, females, and immigrants. Four areas that contribute to the present lack of minority representation in PR are: (1) stereotypes; (2) cultural differences that are not valued or managed effectively by PR employers; (3) the real or perceived "white male club" that has largely run the PR field; and (4) unwritten rules or standards for success that are often not known by minorities. Currently, only about 35 of the approximately 4,000 professionals accredited by PRSA are minorities. PRSA is working closely with the Minority Affairs Committee of the IABC to provide support and to

accelerate minority advancement in the field. (Kern-Foxworth, 14 - 22)

By focusing on the lack of visibility of blacks in public relations, Gross (1985) asserts that the PR profession has the skills to "move society toward a vision of a better world for all human beings, regardless of which minority they belong to." The Black Public Relations Society has about 100 members with chapters in five U.S. cities. However, to my knowledge, there has been no research conducted to ascertain how many minority PR practitioners there are in other countries.

Globalization: International/Intercultural Public Relations

Another major trend shaping the future of public relations is the increasing interdependence of our global society. (Cantor, 391) Communication is considered successful if the message is received, understood and accepted by the audience. This is critical in international and intercultural communication because of the differences in not only cultures, languages, customs, traditions, biases, and preferences, but in media, and legal and political contexts. (Ovaitt, 5) Boundaries and barriers exist.

Ovaitt (1988) sees PR as more culture bound than either marketing or advertising so it may be more difficult to achieve truly global PR programs based on concepts that travel well across international boundaries. Since the practice of PR differs worldwide, Howard & Mathews (1986) advise thoroughly researching the culture before translating the PR expertise to another country. (10-11)

"Global marketing implies that a single promotional campaign can be developed and then employed throughout the world to promote a standardized product or 'world brand.' This means greater centralization and naturally greater control for the headquarters of the

multinational corporation (MNC)." (Crespy, 5) The challenge and opportunities for PR professionals lie in representing corporate interests in two distinct areas: (1) relations with international firms and public interest groups; and (2) relations with foreign governments. (Crespy, 6) For the "global corporation" to survive, Crespy asserts that both the commercial (marketing and advertising) and non-commercial (public relations) presentation of the firm is needed. (8)

Buzzell (1968) is cited as arguing that neither standardization (literally, identical product lines, prices, distribution systems and promotional programs) nor complete localization (no common marketing strategy elements) makes sense. The question is: Which elements of the marketing strategy [including PR] can or should be standardized, and to what degree? (Ovaitt, 5-9)

Wilkinson (1990) sees unprecedented professional demands to adapt to the globalization of business. Strategies include companies de-centralizing operations to hire locally in their international offices in an attempt to circumvent language and cultural barriers. (Wilkinson, 1990; Ovaitt, 1988) The PR practitioner with an M.B.A. and advanced technology skills will have the hiring edge. However, practitioners will deal with the paradox of globalization: companies need to expand their PR abilities, yet at the same time costs are being cut in order to expand. (Wilkinson, 12-13)

The Credentials of PR: Accreditation? Licensing? Certification?

What knowledge or skills are necessary to the successful practice of public relations? How shall they be acquired and maintained? How can the public be assured of practitioner proficiency? These are questions presented by Brody, et al (1984).

In 1953 Edward Bernays argued, "In the entire history of professions, licensing standards and criteria and finally codes of ethics in public conduct have been necessary. . .to exclude those who are not properly qualified." In 1975 he explained, "If we want public relations to gain public understanding, recognition, and the support it deserves, we can follow precedents of law and medicine. We can demand licensure." (Cutlip & Center, 587)

In 1990 many would concur with Bernays. Wylie (1984) suggests that ". . .with licensing, no longer will hordes of ex-athletes or ladies of the evening be able to claim that they are public relations people." (Brody, et al., 1984) Yet this position has become controversial since those who disagree see the basic problem with licensure as the First Amendment, which guarantees freedom of speech and freedom of the press. To attempt to license free speech, say some, would be unconstitutional. It simply wouldn't be possible to exclude some from the practice of PR, because to do so would be to restrict their right of speech. (Hall, 1989)

However, a viable alternative and one method for demonstrating professionalism is for practitioners to be accredited. Many PR professionals advocate that an Accreditation examination and earning "APR" would be the equivalent of passing the Bar or earning the designation M.D. (Hall, 1989; Neff, 1989; West, 1989; Phifer, 1989; Paluszek, 1988; Jackson, 1988; Brody, 1984; Bailey, et al., 1984; Cutlip & Center, 1982) "An accreditation demonstrates to your fellow communicators, to present and prospective employers and clients, and (perhaps most importantly) to yourself, that you have attained this important milestone in professional development." (West, 1989). Paluszek (1988) identified four levels of practice or functions (assistant, supervisor, manager, executive) and outlined a proposed model for PRSA professional progression.

In 1922 the first professional public relations society was formed. The Public Relations Society of America (PRSA) first discussed mandatory accreditation in 1980. Jackson (1988) was representing many of his PR colleagues when he said, "Public Relations fits [the] criterion of professionalism. It is devoted to the essential function of building and improving human relationships." Accreditation is the way to acknowledge and legitimize this professionalism.

Education and Curriculum: A Future for the Generalist

The Commission on Undergraduate Public Relations Education (1987) prefaced its report with "An essential hallmark of a profession is a program of formal education." The Commission reported research that revealed "virtual unanimity of opinion between practitioners and educators about what the content of an undergraduate [PR] education should be," including English and internships, with business as a secondary area of concentrated study.

A special issue of Public Relations Review is devoted to the status and relevance of education. Contributions include the question of where public relations should be taught is less significant than the question of what shall be taught (Baskin, 1989); the need for management skills (Turk, 1989); and a need a more fundamental grasp of ethical behavior (Pratt & Rentner, 1989).

Grunig (1989) offers a theoretical rationale to explain why public relations education has reflected the different kinds of practice, roles and models of the profession. He identifies Dozier & Broom's two major roles as technician and manager. Grunig's four models of press agentry, public information, two-way symmetrical, and two-way asymmetrical

describe the ways in which most public relations practice is conducted. He believes that the PR departments of the future need to teach the two-way symmetrical model approach to both technicians and managers. The concept of symmetry views communication as two-way, and relationships between organizations and publics as negotiated rather than manipulated. Whereas asymmetrical public relations is one-way communication. (12 - 24) Pavlik (1989) agrees with Grunig that this approach is the most socially responsible and an important element in the development of a professional.

The "Proposal for a Public Relations Concentration in the Communication Studies Department, CSUS," defines nine goals, outlines the curriculum requirements, and proposes to "take the public relations courses out of the General Communication Area and place them into a Public Relations Concentration." The author, von Friederichs-Fitzwater (1989), asserts that her proposal "also affords a program of study that reflects the historical shift of the public relations field away from publicity specialist toward a public relations generalist."

State-of-the-art public relations literature is extensive on recommendations for education essentials in preparing students for the future. Other contributions include: public relations as counseling and communication management rather than just publicity (Crable & Vibbert, 1986); speech communication (Gibson, 1987); research methods (Belvin & Botan, 1989); case studies (Cottone, 1989); a comprehensive introductory course to cover principles, practices and theory (Wakefield, 1989); knowledge of advance technology (Brody, et al, 1985); communication and ethics (Newsom & Scott, 1985; Cooper, 1986-1987, Wylie, 1989); community relations (Kruckeberg & Starck, 1988); theory building (Hazelton & Botan, et al, 1989); an emphasis on international and multicultural (Neff, 1989); and employers valuing a broad liberal arts program of study (Newsom & Scott, 1985)

Grunig & Hunt (1985) acknowledged the journalistic antecedents of public relations as the "press/agentry/publicity model" and that these skills need to remain an important component of the curriculum. (11) According to a 1985 survey of public relations employers, specific education programs need to strengthen their emphases on interpersonal communication (customer/client relations, decision-making/problem-solving skills), management, persuasion, advertising, promotional writing, and design courses. This would require the public relations curriculum to be revamped according to management, as opposed to a journalism emphasis. (Wakefield & Cottone, 1987)

Career Trends

The growth in the profession is due to the need for effective management of information for different constituents. The practitioner is becoming more involved and influential in policy decisions in organizations. Women represent the majority of practitioners. More practitioners are employed in corporations. The latest research indicates that two-thirds of PR graduates find their first job in business organizations, with internships providing an easier entre. While communication skills and media knowledge are still the backbone of a professional public relations practice, there is a need for training in business and the social and behavioral sciences. (Aronoff & Baskin, 58-77) There will be a need for hands-on professionals who understand business, research techniques, social psychology, trends, and the new technology. Experienced professionals in the fields of high technology, health, science, and related areas are in demand. Employee communications and investor relations will offer more job opportunities. (Cantor, 1985)

After analyzing U.S. Census data, Department of Labor statistics, organizational

directories and occupational research, Kendall (1984) projects a phenomenal growth in the public relations field. By the end of the century there will be three million PR jobs, including a range of related occupations with public relations functions: lobbyist, fundraiser, promotion and advertising, labor relations, and marketing. (13 - 23)

Rentner & Bissland (1989) conducted a nationwide survey of the job satisfactions of 649 PR practitioners of all ages, job levels and organizational types. They found 84.1% were satisfied overall with their jobs. Practitioners are more apt to like the content of their work but least likely to think their workloads are fair or that they can "get ahead" in their organizations. Managers were happier than technicians. (1-18)

Conclusion

Public relations grew out of the power of public opinion, competition among organizations for public support, and the development of mass media. The profession "has moved from a role of using whatever means were available to achieve desired public opinion toward one of informing the public and providing information and counsel to management." (Aronoff & Baskin, 1983)

Public relations practitioners must be able to function as sensors of social change, policy makers, communicators of corporate policies both internally and externally, and monitors of social responsibility. (Aronoff & Baskin, 1983)

The practitioners of the future will be "managers of change" (Jackson, 1985) instead of just being brought in as an afterthought. (Dilenschneider, 1990) Cantor (1984) predicts that PR will receive the social, political, and economic support it deserves.

Commentary

The purpose of this paper has been to present an overview of the current status of the public relations profession, and to briefly identify the major trends that will affect the future of the practice.

"The future ain't what it used to be" is a comment I have been hearing lately. In 1980, Mount St. Helen's blew its top foreshadowing a tumultuous decade. In 1989, the San Francisco earthquake wrapped up the decade with a warning. Both events may be metaphors for the shocks and crises that reverberated throughout the eighties decade. There were major shifts in ideology and power throughout the world. And there were foreshadowings of more dramatic changes to come in the 1990's. There will be more aftershocks.

From the 80's to the 90's we have seen changes from greed to glasnost; from Baby Boomers to the Graying of America; from "make love, not war" to "give peace a chance;" from the war on drugs to "Just say No;" from "E.T., phone home" to the homeless crisis; from oil shortage to oil spills; from Black Holes to holes in the ozone; from The Third Wave to microwaves; from fast food to fiber; from "where's the beef" to trimming the fat; from the hostage crisis to the courage of Corazon Aquino; from dropouts to re-entry; from the Live Aid concert to the prevalence of AIDS; from computer bytes to sound bites; from the Moral Majority to the New (minority) Majority; and from communism to breaking down walls. We are bombarded with messages and issues. It seems the world is experiencing a global shift in perception, and is in need of perestroika, or restructuring.

A new decade has begun. The world still seems turned upside down by personal, spiritual, political, ethical, social, economic, and environmental upheaval. From self-help

to the Harmonic Convergence, to AIDS, to racism on campuses, to greed on Wall Street, to legislative indictments, to a resurgence of activism on the abortion issue, to mergers & takeovers, to celebrities endorsing Earth Day, it seems every aspect of our society is undergoing crisis, change, and chaos. How do we manage these crises and issues?

In Chinese, "chaos" means "opportunity." In Thriving On Chaos, Peters (1988) equates chaos with uncertainty, and purports that anticipating uncertainty or chaos is crucial to the growth of any organization; to deal with issues proactively is survival. Communication is a process that attempts to reduce uncertainty, and, as Theobald-Osborne (1990) suggests, "Communication is subservient to issues." Effective communication is a way to clarify issues and reduce uncertainty through information and interaction, whether on an interpersonal or mass level.

How do we manage communication? How do we manage change? As pragmatic "mediated communication," public relations can help reduce uncertainty by using all the available means of internal and external communication. As "boundary spanners," PR professionals have a unique opportunity to be "managers of information." Peters (1988) states that "an individual without information cannot take responsibility; an individual who is given information cannot help but take responsibility." Information is power, and as communication managers, it is critical that PR professionals use ethical and accurate methods in researching, collecting, interpreting, and disseminating information. The contemporary proactive communication model needs to be one of "corporate consciousness," since PR is prevalent in shaping public opinion.

As "symbolic elites," (van Dijk, 1989) PR practitioners have the power to manipulate text and talk to persuade and inform publics. The discourse control is expressed through

access to various media. There is a social responsibility in influencing the opinions, attitudes, and actions of a mass populace, and to present and perpetuate positive portrayals or images of non elites in the media.

In the 1990's PR can aspire to go beyond image-building and image-bashing. As a multi-dimensional discipline, public relations has the power to communicate on multiple levels: globally, locally, and interpersonally.

On a global level, public relations can help build a "third culture" model in which "cultural domination and subjugation are rejected but opportunities for mutual development are provided." (Casmir & Asuncion-Lande, 278). The challenge and paradox of PR is to celebrate the diversity, yet publicize the commonality of experiences in order to strengthen interaction, adaptation, survival, and working toward mutually-agreed upon goals.

"Think globally, act locally." Closer to home, California is fast becoming the home of the new majority. By 2000 minorities will represent 50% of our state's population. Our economy and educational system will be impacted by predominantly multi-cultural and multi-ethnic populations. The challenge for intercultural public relations is to consider both homogeneous and heterogeneous factors in communicating messages.

These rapidly changing demographics are affecting us on a local level. One of the most significant areas in the state for growth and prosperity is the Sacramento region. Newsweek magazine highlighted Sacramento as one of the ten best cities to live in. In the 1990's we will be experiencing an economic boom, with an incredible influx of businesses and increasingly diverse publics. I agree with Krukeberg & Starck (1989) that the purpose of public relations is to maintain a sense of community.

On a personal level, I concur with Wright (1985) that individual ethics determine

public relations practice. Two years ago I interviewed with Majority Services, the media branch of the Democratic legislature, whose job it is to promote both incumbents and candidates, and their issues and policies. The interview seemed to be going along well until I was asked, "How would you feel about promoting an issue that you were opposed to?" Good question. I knew my answer was more important to them than any expertise or creativity I could bring to the job. I took a deep breath and said I believed that the public has a right to made aware of both sides of any issue so they could make intelligent decisions. And, that, like a lawyer or debater, my skills can be utilized to present both the pros and the cons. However, I would feel uncomfortable promoting a campaign or person I did not believe in. The interview lasted an hour and a half. I did not get a call back. I was not trying to be self-righteous. Regardless of whether I had a personal conflict of values, I felt misinformation, misrepresentation, or misperception is deceiving the public. We need to be responsible communicators.

When I worked in the Entertainment Industry, I was a member of the Association For Responsible Communication, a group of professionals in the Hollywood community (performers, writers, advertisers, artists, directors, producers) who were concerned about the integrity of their projects and how the message and mass medium affects people on an interpersonal level. Our motto was, "Who you are speaks through everything you say and do."

Recently, the Catholic Church hired one of the nation's most prestigious PR firms to conduct a $3-5 million campaign to persuade people to oppose abortion. Although the PR firm has a company policy that ". . .no employee who disagrees on moral grounds would be forced to work on the account," (Goldman, 1990) there was "...anger towards top

management's decision to take on the anti-abortion project without consulting staff members personally offended by it." (Germond & Whitcover, 1990)

Public relations has the skills and the opportunity to improve society through responsible communication. The bottom line is that "both ethics and public relations are governed by a human and humane perception of other people." (Hamilton, 18)

From persuasion to information dissemination to mutual understanding, "kindler, gentler" PR can bring more substance to relating to diverse publics, bridging the gap between controversies and cultures, bringing divergent worldviews closer together in a way to enhance and empower people on both macroscopic (mass) and microscopic (interpersonal) levels, regardless of race, color, religion, gender, age, or status. PR can be a catalyst for change from competition to cooperation; from the "Me" generation to "We're all in this together." PR can shift perception to reality and help companies change from the 80's "decade of the lack of accountability" to a 90's "decade of social responsibility."

APPENDICES

OFFICIAL STATEMENT ON PUBLIC RELATIONS

Public relations helps our complex, pluralistic society to reach decisions and function more effectively by contributing to mutual understanding among groups and institutions. It serves to bring private and public policies into harmony.

Public relations serves a wide variety of institutions in society, such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, and educational and religious institutions. To achieve their goals, these institutions must develop effective relationships with many different audiences or publics such as employees, members, customers, local communities, shareholders, other institutions, and with society at large.

The managements of institutions need to understand the attitudes and values of their public in order to achieve institutional goals. The goals themselves are shaped by the external environment. The public relations practitioner acts as a counselor to management, and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action.

As a management function, public relations encompasses the following:

Anticipating, analyzing, and interpreting public opinion, attitudes, and issues which might impact, for good or ill, the operations and plans of the organization.

Counseling management at all levels in the organization with regard to policy decisions, courses of action, and communication, taking into account their public ramifications and the organization's social or citizenship responsibilities.

Researching, conducting, and evaluating, on a continuing basis, programs of action and communication to achieve informed public understanding necessary to the success of an organization's aims. These may include marketing, financial, fund raising, employee, community, or government relations, and other programs.

Planning and implementing the organization's efforts to influence or change public policy.

Setting objectives, planning, budgeting, recruiting and training staff, developing facilities—in short, managing the resources needed to perform all of the above.

Examples of the knowledge that may be required in the professional practice of public relations include communication arts, psychology, social psychology, sociology, political science, economics, and the principles of management and ethics. Technical knowledge and skills are required for opinion research, public issues analysis, media relations, direct mail, institutional advertising, publications, film/video productions, special events, speeches, and presentations.

In helping to define and implement policy, the public relations practitioner utilizes a variety of professional communication skills and plays an integrative role both within and between the organization and the external environment.

This definition of public relations was formally adopted by the Public Relations Society of America Assembly on November 6, 1982.

Appendix II

Proposal for a Public Relations Concentration in the Communication Studies Department, CSUS

Submitted by
Marlene M. von Friederichs-Fitzwater, Ph.D., APR (Accredited in Public Relations)
Associate Professor

Public relations literature of the 1980s is rich with articles concerning the need for redirecting public relations education away from its traditional journalism orientation and toward the communication orientation demanded of today's -- and tomorrow's -- public relations practitioner (Cantor, 1984 and 1985; Haynes, 1981; Jackson, 1982; Kalupa and Allen, 1982; Wakefield and Cottone, 1984; Wylie, 1982)

There has been a clear indication that public relations education will have to change dramatically in order to keep pace with the times and produce highly employable graduates. Existing literature reports that curricular reform is needed and that it should deemphasize journalism while increasing emphasis on public relations, business, speech communication, organizational communication, marketing, advertising, management, graphic arts, and research courses (Haynes, 1981; Jackson, 1982; Kalupa and Allen, 1982; Poriotis and McLoughlin, 1980; Wakefield and Cottone, 1984 and 1985; Walker, 1982; Wylie, 1982).

It is also noteworthy that all practitioner members of the Commission on Public Relations Education were concerned about the lack of writing skills among public relations graduates (**A Design for Public Relations Education**, published by the Foundation for Public Relations Research and Education, Inc., 1984): "Public relations educators have long heard practitioners deplore the fact that public relations graduates don't know how to write. It's puzzling to practitioners/employers since writing is the basic requirement for employment of public relations students and continues to be the essential requisite for advancement and development throughout a public relations career. It appears that the communication breakdown between the education and the practice -- and one which is penalizing the individual graduate severely and the concept of education for public relations even more severely -- occurs because the opportunity for learning practical writing skills is largely limited to learning to write as a member of the media -- and primarily newspapers. Thus what we are doing is simply reinforcing the traditional, indirect and outmoded way into the field, i.e., through newspaper experience, or, through learning to write as a future newspaper staff member. Witness the standard (and usually only) writing courses required in a Public Relations sequence: Newswriting I and II. Public relations writing requires more than that -- or at least an additional direction in thinking and writing. This is the essential bridge between newswriting and 'composition' which public relations educators should be providing. A new core curriculum which ignores this need will shortchange future students and court continued disaffection for public relations education on the part of the practitioner. Another continuing basic requirement of the public relations professional is the need for writing and presentation of material to management (or clients). It involves organization of research, problem analysis, and development of strategy. It daily affects the degree to which a program will be accepted by management or client and its motivation to budget and support a program. The public relations student should be able to express himself/herself in these terms, to communicate and motivate management or client for the good and benefit of the public in writing and orally."

This proposal, however, does not imply that journalism courses and media relations are not critical to the growth and development of students of public relations. This proposal, thus, includes appropriate courses in journalism, both in the required core of courses and in the recommended electives.

Public relations students should also be encouraged to minor in a field related to their special areas of public relations interest. Thus, if a student intends to enter the corporate public relations field, he/she should take courses in business administration; if he/she is aiming to work in government, then he/she should take appropriate courses in government and politics, etc. Similar programs should be added in the future for students intending to enter the financial public relations area, international public relations arena, or public relations for health and welfare organizations. It is important that a college or university allow the flexibility in programming that is needed in order for a student to cross departmental or college lines to obtain necessary additional courses of study.

I believe that we, as faculty in the Communication Studies Department at CSUS, have an ethical and professional responsibility to provide optimal educational preparation for our students. Thus, if we are going to profess to offer coursework and preparation in public relations, we must develop a comprehensive program that will enable our students to function as educated human beings and as professional public relations practitioners. I also believe it is imperative that this public relations program be accredited by the Public Relations Society of America and that we strive toward creating the type of program that would meet their accreditation standards. This means that we must provide a minimum of 15 semester hours in courses identifiable as public relations courses.

In addition, this proposal addresses the concerns raised by the Self-Study and the Academic Program Review report regarding the level and amount of writing required by our students and regarding the need for a more structured approach to the General Communication Area of Study. If accepted, this proposal would take the public relations courses out of the General Communication Area and place them into a Public Relations Concentration. It is evident every semester that students desiring to go into public relations wait until their senior year to seek advising about appropriate courses. They then graduate without the necessary educational preparation. This proposal also increases writing opportunities for public relations students.

In conclusion, I believe this proposal also affords a program of study that reflects the historical shift of the public relations field away from publicity specialist toward a public relations generalist.

Public Relations -- A Statement

Public relations is a rapidly growing professional field in the United States and, indeed, the world. The Department of Labor reported that 143,000 people were in the practice in 1985 -- a 24 percent increase since 1975.

By every measure the numbers continue to grow. More important, so does the role and influence of public relations in the private and public sectors.

Public relations is rooted in a democratic society where people have freedom to debate and to make decisions -- in the community, in the marketplace, the home, the workplace, and the voting booth. Private and public organizations depend on good relations with groups and individuals whose opinions, decisions and actions affect the vitality and survival of those organizations.

At its best, public relations is used by organizations to monitor the environment effectively, counsel on organizational policies and actions, direct and evaluate communications which are mutually beneficial to the organization and to its publics.

At its best, the contemporary public relations practice offers significant opportunities for service to society.

Public Relations Concentration in the Communication Studies Department, CSUS

(27 upper division units in addition to 15-unit core)

Goals:

1. To prepare students to think and write critically; to observe, analyze and participate in the communication practices of organizations and agencies; and to solve problems and resolve conflicts.

2. To prepare students to plan, implement, interpret, and report qualitative and quantitative research related to opinions, attitudes, behaviors, values, lifestyles as well as evaluation of public relations projects and programs.

3. To improve the awareness, understanding and practice of the process of public relations which includes research, planning, implementation, and evaluation.

4. To prepare students to develop, compose and analyze written and visual messages.

5. To prepare students to assume a counseling, problem-solving role in relationship to management or clients and to view public relations as a management of communication function.

6. To improve the awareness, understanding and practice of the code of ethics for public relations practitioners as defined by the Public Relations Society of America, Inc.

7. To develop a close working relationship between the department, its students and local agencies and organizations.

8. To provide students with an understanding of the social and cultural milieu in which public relations practitioners and their associated organizations must function.

9. To prepare students to understand the needs and constraints of media and to be able to develop effective media relations.

Area Requirements: (Required pre-requisite for concentration: J 30)

Com S/J 122 Public Relations Principles and Practices: Principles, history and practice of public relations; public opinion; analyses of public relations programs; responsibilities; ethics; accrediting and licensing issues; career opportunities. (Not a skills course. Rather, a course that will provide students with an awareness of the public relations function, its history, and its role in our society.) Pre-requisite CS100A. 3 units.

Com S/J 123 Publicity and PR Techniques: Identifying target audiences; use of controlled and uncontrolled (public) media to reach various target audiences; theory and nature of materials emanating from a public relations department or agency; practical analysis and development of specialized communication materials to gain reaction and support from targeted audiences. (A skills course; heavy writing component.) Pre-requisites J/30; CS100A; CS122; and passing of WPE.

J/Com S 130: Writing for Mass Communications. Practice in several types of writing for mass communications, including news writing, interpretive news writing, feature writing, reviews and criticisms, and editorials. Prerequisite: J 30. 3 units

Com S 158 Advanced Public Relations: Lobbying and public relations; regulatory issues; public affairs; community relations; issues management; social issues and public relations; international public relations; crisis management; portfolios, resumes, interviewing, networking; emerging trends in society and the impact on the practice of public relations; round table discussions with professionals. May include working with actual clients. (Balance of theory and skills; heavy writing component.) Pre-requisite CS 123.

Com S 171 Survey Research: Theory and practice of opinion and marketing survey techniques. Planning, design, sampling, questionnaire construction, interviewing, field operations, analysis of data. Pre-requisite: CS 100C.

Com S 187 Senior Seminar in Public Relations: Contemporary public relations problems. A case study-type course concentrating on the current problems facing public relations professionals. Problems would change from semester to semester. Current problems might be: The crisis of public confidence in institutions; energy needs vs. the conservation movement; local government responses to community needs; etc. The bulk of the student's time and effort would be devoted to individual study and research, with periodic oral and written reports. The course would focus the student's attention on the analytical, counseling and planning aspects of public relations practice with emphasis on the responsibilities of the practitioner to the public, his/her employer or client, the media and the profession. Pre-requisite CS158.

Theory: (minimum of 3 units from the following):

Com S 167 Approaches to Rhetorical Criticism
Com S 168 Systems and Theoris of Rhetoric
Com S 184 Theories of Persuasion and Attitude Change

Application: (minimum of 3 units from the following):

Com S 104 Persuasive Public Speaking
Com S 119 Conflict Resolution Through Communication
Com S 154 Seminar in Organizational Training Design and Evaluation
J 196D Visual Principles of Publication Design
J 135 Reporting Public Issues

Practicum: (minimum of 3 units from the following):

Com S 195 Internship
J 195 Field Work in Journalism
J 197 Journalism Laboratory (Hornet Newspaper)

Highly Recommended Electives:
Any optional courses listed above or:

Com S 116 Intercultural Communication
Com S 124 Writing for Broadcast
Com S 145 Organizational Communication
Com S 148 Media Law
Com S 160 Political Communication
Com S 170 Data Analysis in Communication Research
Com S 171 Content Analysis
Com S 178 Telecommunication Systems Management

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